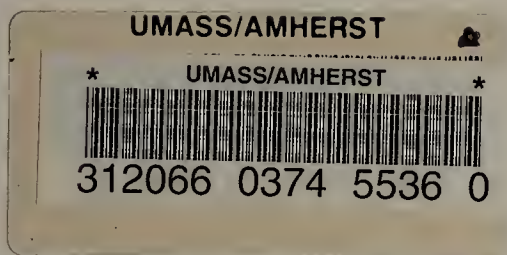


MASS. ED 1.2: C38/1994/Renaissance



AMENDED CHARTER APPLICATION

Submitted to the Secretary of Education pursuant to
Massachusetts General Law Chapter 71, Section 89

For

THE RENAISSANCE CHARTER SCHOOL:
AN EDISON PARTNERSHIP SCHOOL

By

THE BOSTON RENAISSANCE CHARTER SCHOOL, INC.

In partnership with

THE HORACE MANN FOUNDATION

And

THE EDISON PROJECT

Approved/1994

DEC 09 1994

EXECUTIVE OFFICE
OF EDUCATION

PART I

1. MISSION STATEMENT.

The Boston Renaissance Charter School, Inc., in partnership with The Horace Mann Foundation and The Edison Project, proposes to organize and operate in Boston a charter school capable of providing urban youth with the fully-rounded education they will need to take their place in the economic and political life of their city and their country. Admission to The Renaissance Charter School will be available to all Boston students. No admissions test will be administered, and every effort will be made to ensure that the School's student body reflects the racial, ethnic and economic diversity of Boston itself.

The Renaissance Charter School will be dedicated to educating students for both life and work. A diploma from The Renaissance School will certify proficiency in reading, writing, communicating and computing at a level sufficient to meet the demands of citizenship, employment and personal life in the twenty-first century. The young men and women who graduate from The Renaissance Charter School will have the skills they need to compete in an increasingly competitive marketplace, as well as the intellectual grounding necessary to make informed judgments about the world in which they live.

Much of what has gone wrong in America's schools can be traced to the growing isolation of the classroom from both the home and the community at large. The Renaissance Charter School

will address that isolation through two important initiatives. First, it will link school-life to home-life through advanced technological means. Every student will have a computer in his or her home, so that both students and parents can gain immediate access to teachers and administrators. The traditional twice-a-year parent conference will be transformed into an ongoing conversation. Second, The Renaissance Charter School will require all students to participate in the larger life of their communities. Through such service, students will gain a working knowledge of the institutions -- public and private -- with which they will regularly come into contact after graduation.

The Renaissance Charter School will carry its theme of humane concern to the level of everyday life in the school building, where a high standard of civilized behavior will be required. The School will be designed to serve as a island of civility in an often hostile urban world. The School will be open for twelve hours a day, seven or eight of which will be dedicated to academics (depending upon grade) and the remainder to a variety of organized before school and after school activities. In addition, the school year will provide 206 days of instruction, twenty six days longer than the mandated minimum.

2. SCHOOL OBJECTIVES.

A. Academic Objectives.

The academic objectives of The Renaissance Charter School are set forth with great specificity in the attached Edison Project's

Partnership School Design and Student Standards for the Primary Academy and Elementary Academy. Those objectives are, in summary:

1) To provide students with a rigorous education in:

- Reading & Language Arts
- History & Social Science
- Fine Arts
- Mathematics & Science,

2) To prepare students to live, work, and succeed in an increasingly diverse society,

3) To teach all students a second language,

4) To educate all students in computer and technological literacy.

B. Nonacademic Goals.

1) To instill in each child a sense of civility and community and an appreciation of individual rights and responsibilities,

2) To give each child an understanding of the value of education to their future success and happiness,

3) To provide each child a safe, positive haven that is available beyond traditional school hours,

4) To encourage parental activity and involvement as a basic component for student success.

This goal will be achieved, in part, through the following parts of the curriculum:

- Character & Values

- Health & Physical Fitness
- Practical Arts & Skills

C. Community Environment.

Mutual respect and civic responsibility will be the overarching themes of The Renaissance Charter School, interwoven into every student activity. The school building itself will be the locus for a range of activities intended to foster a cohesive sense of community among students, parents, and school employees. Specific details regarding such activities are set forth in the attached *Partnership School Design*.

3. STATEMENT OF NEED.

A. The Need For The Renaissance Charter School.

By any standard, Boston's schools are in need of dramatic improvement. Hierarchal in structure, often paralyzed by institutional gridlock, and bound to a schedule devised to meet the needs of a rural society, the Boston school system has not kept pace with the changing needs of urban youth.

Although Boston's per pupil expenditures, at over \$7,000.00 per year, are among the highest in the nation, too many students are failing. On one recent statewide test, only 8% of Boston's 4th-graders were judged "proficient or better". The equivalent figures for 8th- and 12th-graders were little better at 13% and 18%, respectively. Thirty to forty percent of students entering the ninth grade fail to graduate. And by some estimates, 40% of

those who do graduate are functionally illiterate. The better part of several generations of Boston school children have been deprived of the education they need to function effectively in the civic and economic life of their city.

The Renaissance Charter School Group has concluded that direct citizen action affords the only real opportunity for change. By proving that academic excellence can be provided at a reasonable price in an urban setting, The Renaissance Charter School hopes to spur the Boston school system towards dramatic improvement.

B. How The Renaissance Charter School Will Meet This Need.

The Renaissance Charter School is designed to enable a representative cross section of Boston's children to attain a high level of academic performance. As a result, The Renaissance Charter School's graduates will be well-prepared for further education. The details of the plan that will insure positive results for our students is set forth in the attached *Partnership School Design*. Among other things, we intend to reach our goals in the following ways:

- Long term relationships between teachers, students, and families. Because of the School's "academy structure," groups of approximately 100 children will work with teams of four teachers for two or three years at a time, rather than the typical 10 months.

- Highly qualified professional staff. The School's administrative and teaching staff will be selected on the basis of rigorous criteria as the result of a local and national search. Teachers will receive extensive pre-service and in-service training and will not be assigned non-professional duties during the school day.

- More time for learning. The School will provide students with a seven or eight hour academic day (depending on grade), 206 days a year, in addition to pre-school and after school programs. Over the course of a thirteen year school experience, this schedule will provide the equivalent of several years of additional time for learning.

- Intensive use of technology. The School will make extensive use of computer and telecommunications technology. An interactive electronic network known as "The Common" will link all teachers, students, and families in the School with each other and with other Edison schools across the nation.

- Individualized and varied instructional methods that address the important differences in the ways children learn.
- A focused and carefully integrated curriculum that inspires will give all students an in-depth understanding across all academic areas.
- Access to substantial curriculum, instructional, and staff development resources through The Edison Project's national system.

4. SCHOOL DEMOGRAPHICS.

A. School Location.

The School will be located in the City of Boston, in or near the South End.

B. Why This Location Was Selected.

This location is one of the few areas in Boston that has a natural diversity of population from which students can be drawn. It is an area that is a meeting place for the neighborhoods of Chinatown, the South End, Roxbury and Back Bay. The neighborhood is relatively safe and accessible by both car and public transportation. It is also close to major universities, cultural institutions and the City's theater district that provide

natural institutional affiliations. There are other locations that would be suitable, although not as desirable.

C. The Student Population To Be Served.

The population served will be children who live in Boston and desire a rigorous, interesting, and satisfying educational experience. The School will be a place of learning where students will be expected to work hard, but can expect to be supported and nurtured. There will be no admission examinations or requirements, although, if demand exceeds the supply of available seats, a lottery will be used to determine admissions.

D. Anticipated Enrollment.

The School will open in August, 1995, with a population of approximately 630 students. The School's enrollment is expected to grow to about 1,365 over a period of five years.

E. Grade Levels And Students In Each Grade Level.

The School will serve students in grades K-5 upon opening in August, 1995. Each grade level will consist of approximately 105 students. If the School is successful, and law and regulations permit, additional capacity will be added until a complete K-12 program is provided.

5. RECRUITING AND MARKETING PLAN.

A. Publicizing The School.

Recruiting will be done principally through grassroots community outreach that includes delivering information door-to-door, contact with civic and neighborhood associations, and neighborhood "coffees" and meetings. The School will also utilize advertisements and articles in local newspapers, as well as local cable television, to ensure that all prospective students and their families are aware of the School and its purpose.

B. Outreach To Potential Students And Their Families.

From these contacts a data base of potential students will be developed and updated on a regular basis. A telephone line will be available for follow-up calls from students and parents, which together with visits with and mailings to prospective students, will ensure a truly representative student population, including a particular effort to identify and recruit students from economically disadvantaged homes.

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6. ADMISSIONS POLICY.

A. Admissions Policy.

There will be no admission tests or requirements. Because the School is organized to accommodate a variety of learning styles, students with different needs will be encouraged to apply and to be included in the School's regular education programs. Because of the School's location and admissions policy and its extensive outreach and marketing efforts, we anticipate that the student population will be naturally diverse. A lottery will be used to determine admissions, if too many students apply.

B. How This Admissions Policy Relates To The School's Mission.

By not screening students through admission tests, by locating the School in a culturally and racially diverse area, and by providing a safe, secure environment that is available beyond traditional school hours, the mission of the School -- to provide quality education to a diverse and representative student population -- will be enhanced.

7. PROFILE OF FOUNDING COALITION.

A. Profile of Founding Coalition.

The groups involved in this application are The Renaissance Charter School Group, The Horace Mann Foundation, and The Edison Project.

The Renaissance Charter School Group is made up of local citizens who share:

- the realization that dramatic changes are needed in Boston schools to prepare our children for life in the twenty-first century; and
- a commitment to work to build a school that works for all children.

The Group consists of people from all over the City, as well as some individuals from the suburbs, who realize the critical contribution quality public education makes to the civic and economic vitality of this city and state. Members include many people who have sent their children to the Boston public schools, as well as those who felt compelled to seek other education alternatives for their children. The Renaissance Charter School Group and The School's Board of Trustees reflect the true diversity of the city. A Board of Friends - an advisory board - will be chosen from endorsers.

The Board of Trustees includes:

David Knapp, retired President of the University of Massachusetts who has a long history of involvement in Boston school reform efforts including chairing the Boston Higher Education Compact for three years; working with the Boston Private Industry Council (PIC) on vocational education issues; helping

establish the Massachusetts Corporation for Educational Telecommunications (MCET) which was established to link higher education and K-12 schools; and nurturing MESTEP, a nationally recognized program to make teaching an attractive career choice for talented college graduates.

Patricia McDonald Kelleher, is a lifelong resident of Boston who is expecting her second child. She is a graduate of Girls Latin School, University of Massachusetts at Boston and the Boston University School of Public Communication. She has been active in civic and education issues in her community and has a keen personal interest in making sure that Boston's children receive world-class education.

Judge Paul L. McGill, Associate Justice of the Roxbury District Court who has two children in the Boston Public Schools, has long been active in his community and was formerly an attorney for the Committee for Public Counsel Services.

Suffolk County Sheriff Robert Rufo, whose children attended Boston elementary public schools, and who runs model educational programs serving 600 inmates at the Nashua Street Jail and Suffolk County House of Correction.

Nicholas Paleologos, a graduate of the Woburn school system, served as Chairman of the Massachusetts Legislature's Joint Committee on Education, where he was the architect of the education reform legislation of the mid-1980s. He currently is principal and co-founder of a successful Broadway company, Zollo Productions, whose plays and films have been honored with various

awards including the Pulitzer Prize, the Academy Award, the Tony Award and the Grammy Award. Mr. Paleologos has two pre-school age children.

Deborah McGriff, a member of The Edison Project's public school partnership team, and former Superintendent of Schools in Detroit, Michigan.

Stephen Tracy, a member of The Edison Project's public school partnership team, and former Superintendent of Schools in New Milford, Connecticut.

Additional Trustees will be added in the future and will include parents of students who attend the School.

The Renaissance Charter School Group was primarily assembled by Horace Mann Foundation members who have had extensive experience in school reform generally and in the Boston schools in particular. Robert Gaudet, the Foundation's President, has spent ten years working as an engaged parent in the Boston Public Schools. He has been Co-chair of the School-Parent Council of two schools, the Joseph Lee in Dorchester and the James Hennigan in Jamaica Plain, and also has served as an elected representative to the School-Based Management Council at the Lee School. Mr. Gaudet has utilized his experience and contacts to reach out to a variety of citizens who share his interest in developing a new school for Boston. David Knapp, the Foundation's Chairman, is President Emeritus of the University of Massachusetts, where he was actively

involved in efforts to improve public K-12 education, particularly in Boston.

The Horace Mann Foundation is a statewide non-profit citizens organization whose goal is to give citizens the information and support they need to improve education on a local level. By sponsoring activities and providing information not readily available from other sources, The Horace Mann Foundation is helping develop the civic awareness and citizen commitment needed to effect meaningful school change. Although Dean Lester Thurow of the Massachusetts Institute of Technology and former University of Massachusetts President David Knapp are major supporters of the Foundation, much of the leadership and membership of the organization comes from the grass roots -- teachers, parents, and concerned citizens. Creating a charter school helps The Foundation fulfill its mission which is:

To assure that each public school diploma awarded in Massachusetts certifies true proficiency in reading, writing, reasoning, communicating, and computing at a standard sufficient to meet the demands of citizenship and employment in the twenty-first century.

The Edison Project is a privately funded school development created in 1992. The project is led by its president, Benno C. Schmidt, Jr. and is based in New York City. The Edison Project is committed to the development and operation of a national network of high performance public schools to be created in cooperation with local citizens groups or boards of education. The Project's founding partners are:

Dominique Browning, former Assistant Managing Editor for Newsweek;

John Chubb, Senior Fellow (now on leave) with the Brookings Institute, and co-author of *Politics, Markets and America's Schools*;

Lee Eisenberg, former Editor in Chief of *Esquire*;

Chester Finn, Professor of Education at Vanderbilt University (now on leave) and former Assistant U.S. Secretary of Education;

Nancy Hechinger, founder of *Hands on Media*, a multi-media production company; and

Sylvia Peters, former Principal of the Dumas Elementary School in Chicago and author of *The Seven Principles of Becoming Young Black Adults*.

Members of Edison Project's Public School Partnership team include:

Francie Alexander, former Associate Superintendent for Curriculum, state of California;

Bill Kirby, former Superintendent of Education, state of Texas;

Sandy McCarroll, former Deputy Commissioner for Educational Programs, state of Florida;

Deborah McGriff, former Superintendent of Schools, Detroit, Michigan;

Stephen Tracy, former Superintendent of Schools, New Milford, Connecticut.

B. How The Applicants Come Together.

A mutual interest in exploring new school models and a belief that urban students would benefit from a non-traditional school brought the parties together. Many meetings and discussions led to the development of the charter school partnership which is making this application.

The Horace Mann Foundation has worked with institutions such as the John F. Kennedy Library, the McCormack Institute of Public Policy at the University of Massachusetts at Boston, and the Massachusetts Institute for Social and Economic Research to develop and implement a compelling agenda that analyzes key issues -- tracking and ability grouping, school choice, school-based management, business and college collaborations with public schools, school funding levels, teaching -- in terms of their effects on student achievement. To make education data more understandable and accessible, the Foundation has developed programming for the Massachusetts Corporation for Educational Telecommunications and Cablevision of Boston and has worked with New England Cable News Network and the Center for Civic Networking.

C. Plans For Further Recruitment.

Creating and operating a successful charter school must include a continuing reaching out to new people in the neighborhoods and the civic, business, and educational communities. Because the School will evolve over time, it is likely that the founders and organizers will be supplemented by others.

8. TIMETABLE.

A. Schedule Of Events Leading To The Opening Of The Renaissance Charter School.

The Renaissance School plans to open its doors to students for the first time in mid-August, 1995.

December, 1994:	Student recruitment effort commences.
January , 1995:	Applications for admission due.
March, 1995:	Student selection process completed.
April, 1995:	Teacher selection completed.
May, 1995:	Support staff selection completed. Facilities renovation completed.
June, 1995:	Five week pre-service staff development program commences. Equipment, furnishings, etc. are installed in facility. Parent orientation sessions begin.
August, 1995:	Pre-service staff development program completed. School opens.

B. 1994 Opening.

We are preparing for a 1995 opening.

PART II

9. EVIDENCE OF SUPPORT.

On file with the Secretary is a list of citizens who endorse this application for a charter for The Renaissance Charter School.

10. EDUCATIONAL PROGRAM.

B. Educational Program.

The educational program for The Renaissance Charter School has been developed by the Edison Project and is set forth in detail in the attached *Partnership School Design*. A plan of instruction for early elementary students is set forth in the attached *Student Standards for the Primary Academy and the Elementary Academy*.

C. Basis For Teaching Methods:

The teaching methods to be employed in the School have been devised by The Edison Project as the result of an intensive long research and development effort. Effective practices in outstanding schools across the United States and around the world were evaluated and incorporated into the *Partnership School Design*.

Because the School will place a significant emphasis on the professional authority of its faculty, decisions about the methods to be employed to teach particular lessons to particular students

will be made by the School's teachers. Typical teaching methods to be employed in the School include:

- Individual instruction
- Cooperative learning
- Project based learning
- Large group lecture/demonstration

The educational program and curriculum set forth in *Edison's Partnership School Design* will be provided to all students in the School. No "tracking" or "ability grouping" will be employed. Instead, each student will be challenged in a manner appropriate to his/her level of performance through an individual plan of instruction set forth in the Quarterly Learning Plan.

D. School Calendar And Hours Of Operation.

The annual calendar of the School will provide 206 seven or eight hour days of regular instruction (depending on grade). The School will open on or about August, 15, and close on the following June, 30. Parents who wish to enroll their children in summer session courses will be free to do so.

The School will also be open before and stay open after traditional school hours to provide a variety of pre-school and after school programs.

Examples of annual calendars and daily schedules are included on the last three pages of the *Partnership School Design*.

11. Student Performance.

A. Assessment Of Student Performance.

The performance of students at The Renaissance Charter School will be measured in the following ways:

- Participation in the Massachusetts Educational Assessment Program (M.E.A.P.),
- Participation in the district-wide assessment program as required by the Boston Public Schools; and,
- Participation in the individual performance assessments developed by the Edison Project, as described in Section 5 of the attached *Partnership School Design* and in the *Primary Academy* and *Elementary Academy* Book.

B. Remedial Services To Students.

We believe that the most effective way to help low performing students to succeed is to create a close relationship between the student and a small group of educators who have the responsibility and the authority to tailor instruction to meet his

or her individual needs. Therefore, responsibility for the monitoring of individual student performance and the delivery of remedial assistance to students in need rests with the team of four teachers serving each "House" of approximately 100 students. Teachers will be well positioned to provide remedial assistance for the following reasons:

- Teachers in the School will be selected in part on the basis of their ability to identify and assist students who need remedial help at the earliest possible point in their educational development,
- Teachers will be provided with regular and extensive training that will assist them in responding to individual student needs, and
- The Edison Project will make a powerful interactive technology system available to the School's teachers and students that will make individualized remedial instruction available as needed.

When their remedial needs exceed the capability of their House teachers, students at the School will be referred to reading and mathematics specialists at the School for further assistance.

C. Measurement Of The Development Of Skills.

Development will be measured through a combination of achievement tests required by the Boston Public Schools and the Commonwealth of Massachusetts, and a variety of individual assessment tools developed by The Edison Project. Examples of these assessment approaches are set forth in the accompanying *Partnership School Design*.

12. SCHOOL EVALUATION.

A. Self-Assessment/Self-Evaluation.

Self-assessment and self-evaluation will be an on-going activity at the School. Regular conversations about student performance will take place among the four teachers who make up the faculty of each "House" in the School. A periodic review of student and school performance will be conducted by the principal and The Board of Trustees. In addition, operations at The Renaissance Charter School will be subjected to continuous review by the Edison Project's national system of quality control.

The primary gauge of effectiveness will be the degree of interest generated among the public by the School. More quantifiable assessments will include:

- The number of students desiring admission to the School from year to year,

- The number of teachers applying to work in the School from year to year,
- Average daily attendance of students,
- Attendance of teachers,
- Teacher transfer rate,
- Student transfer rate,
- Performance of students on appropriate assessment instruments (as described in the preceding section),
- Performance of students in examination school competition,
- Quality of the work product of students - projects and portfolios, and
- Input from community meetings and focus groups, especially in terms of the School's mission of effective education for all urban students.



B. Dialogue With Parents And Community.

The School will establish and maintain close communications with parents in the following ways:

- Regular parent conferences for the purpose of developing Quarterly Learning Contracts,
- Additional teacher/parent/student conferences as needed,
- Regular contact between teachers and parents using an interactive computer network linking the School with the home of every student, and
- Establishment of a Parents Council to address issues of concern to the families being served by the School.
- An inclusive parent volunteer program.

Communications with the wider community will be promoted by a Board of Friends consisting of leading Boston citizens. The Board of Friends will organize a variety of activities, including:

- Mentoring programs,

- Guest speakers and field trips,
- Community information programs,
- Community service programs, and
- Fund raising for supplemental activities.

13. HUMAN RESOURCE INFORMATION

A. Selection Of Teaching And Administrative Staff.

The School will be led by a principal selected by The Board of Trustees from a list of candidates presented by The Edison Project. Teachers, in turn, will be hired and subject to dismissal by the principal. Initial recruiting efforts will focus on the Boston area. However, Edison will conduct a coordinated nationwide recruiting effort to assure the selection of the highest quality staff for the School. The standards for the employment of the principal and the faculty are set forth in the accompanying *Partnership School Design*.

Please see attached five year staffing plan.

The size of the staff will grow over time as the School evolves into a full K-12 operation.

B. Teacher And Administrator Evaluation.

The principal of the School will be trained by The Edison Project and evaluated annually by The Board of Trustees and Edison. Teachers will be evaluated annually by the Principal, with Master Teachers assisting in the evaluation and development of their less senior teammates. The evaluation of professional personnel will be based largely on the extent to which students have made measurable progress toward the learning goals set forth in the curriculum.

C. Other Human Resource Information.

Salaries & Benefits: Salaries and benefits extended to professional staff members at The Renaissance Charter School will be competitive with those provided by the Boston Public School system.

Employment of the Principal: The Principal of the School will be employed on an annual contract and may be dismissed by and The Board of Trustees and The Edison Project.

Employment of Teachers: Teachers at the School will be employed on annual contracts and will be subject to dismissal by the School's principal.

Professional Development: The School will make a major investment in its staff in the form of professional training

and development. All staff members will be provided with a six-week pre-service orientation and development program prior to the opening of school in August, 1995. The School's four-person teacher teams will be the focus of on going in-service professional development under the direction of the Principal and Master Teachers.

14. SCHOOL GOVERNANCE.

A. Internal Management.

The School will be managed by The Edison Project, on the basis of a contract between The Board of Trustees and Edison. Under the terms of the management contract, The Edison Project will be accountable to The Board of Trustees for the operation of the School and the achievement of student learning. The contract will describe the means by which The Trustees may dismiss The Edison Project for failure to perform.

B. Selection Of The Board Of Trustees.

The original Board of Trustees consists of the individuals named in Section 7 of this application. Additional and/or replacement Trustees will be selected by two-thirds vote of the Trustees.

C. Roles And Responsibilities Of The Board Of Trustees.

The Board of Trustees will be responsible for:

- Development of the School's curriculum in consultation with the School's teachers,
- Preparation of the School's annual budget,
- Development and execution of the management contract under which The Edison Project will staff, equip, and operate the School,
- Selection and dismissal of the School's principal,
- Receipt of funds for the operation of the School from local school committees in accordance with the procedures set forth in the Charter School Law,
- Solicitation and receipt of grants and donations consistent with the mission of the School, and
- Monitoring of School operations and student performance on the basis of the standards and criteria described in sections 11 and 12A above.

D. Relationship Of The Board Of Trustees To Teachers, Administrators, Students, And Families.

The Board of Trustees will confer with parents, teachers, and students on a regular basis as a part of its oversight of the School's operations and Edison's performance. The School will be open to visitation by Trustees, parents, and other interested citizens as would any other public school.

E. Parent And Student Involvement In Decision Making.

The Renaissance Charter School by definition fits the school-based management model. The School is operated independently of outside control. Unlike school-based management in Boston, which have been severely limited because of the requirement to clear all policy with the union, the zone, and the central office, operations of this school will be controlled at the school level. Because the School is autonomous, parents' contributions, comments, and involvement can have a significant impact on how the School works. Since the School is a school of choice, it will have to be more sensitive to both parents and students' input than is the case in public schools generally. If The Renaissance Charter School does not satisfy parents or teachers, students will be free to leave, and the school will fail.

THE UNIVERSITY OF CHICAGO

THE DIVISION OF THE PHYSICAL SCIENCES

DEPARTMENT OF PHYSICS

PHYSICS 311

LECTURE 1

THEORY OF THE ATOM

1.1. THE CLASSICAL THEORY

1.2. THE QUANTUM THEORY

1.3. THE ATOM

1.4. THE MOLECULE

1.5. THE SOLID

1.6. THE LIQUID

1.7. THE GAS

1.8. THE PLASMA

1.9. THE COSMOS

1.10. THE UNIVERSE

1.11. THE FUTURE

1.12. THE CONCLUSION

1.13. THE APPENDIX

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1.16. THE PREFACE

1.17. THE ACKNOWLEDGMENTS

1.18. THE DEDICATION

1.19. THE EPILOGUE

1.20. THE AFTERWORD

Parents will play an important role in consulting with their children's teachers in the development and implementation of Quarterly Learning Contracts. In addition, parents will be encouraged to provide advice and assistance to the School through service on the School's Parent Advisory Board and through a variety of other volunteer activities.

F. Community Involvement In School Activities.

The School will be a community school in every sense of the term. Efforts will be made to locate important community services in the School building, so as to make them easily accessible to parents, students, and others. The School building will be available for use by community groups. The Board of Friends will encourage community members to involve themselves in the life of the School in a variety of ways, including mentor programs, scholarship drives, guest presentations, field trips, and school visitations.

15. BUILDING OPTIONS.

The School is negotiating with the Division of Capital Planning and Operations (DCPO) for use of the former University of Massachusetts Building located at 250 Stuart Street, Boston.

The building has been surveyed by architects and engineers on behalf of the School and the Edison Project. The Edison Project will assume responsibility for adapting a facility for use as a

Charter School, including provision of architectural and engineering services and project manager services, the design of the school and the installation of the technology that is integral to the *Partnership School Design*.

B. Suitable Sites.

The site is suitable because it is located in a section of the city - the South End - that is a meeting place for racially and ethnically diverse urban population. The South End location is close to the neighborhoods of Chinatown, Back Bay and Lower Roxbury. The site is located in a relatively safe area to which parents, students, and community residents can travel with confidence.

C. Building Acquisition.

The School is negotiating with DCPO for use of the building at 250 Stuart Street.

D. Financing Plans.

The School together with its partners has adequate financial resources to open and operate a charter school.

CHARTER APPLICATION: PART III

16. CODE OF CONDUCT.

A. The Code of Conduct is being developed by the Trustees and Edison. The Code will emphasize the importance of civility and mutual respect as the underpinnings of The School's philosophy. From their first day in school, students will be imbued with the importance of resolving conflicts peacefully

through communication and negotiation as opposed to confrontation. While students will not be required to wear uniforms, there will be a dress code.

The School will expect decent, civil behavior at all times by all students and staff. Communication, not confrontation, should be the mode of resolving conflicts. Respect for all, even for those they dislike, will be something The School's students will be taught through numerous aspects of The School's programs and curriculum.

B. The School will adhere to the new law regarding expulsions and suspensions, however, the goal of The School is to intervene early enough to successfully redirect a student's negative behavior so that expulsion or suspension will not be necessary. The School will have a "time out" option for troubled students, where they will be separated from their classmates while receiving educational and other needed support services on The School premises.

17. SPECIAL NEEDS STUDENTS.

The School welcomes children with special needs and will operate in accordance with state and federal requirements for the education of handicapped students. Any child for whom a mainstream inclusion approach would be an appropriate educational program will be eligible for admission to The School.

The School will employ a "responsible inclusion" approach to special education, providing special services to students in regular classroom settings. It is expected that several special

education children will be included in The School's student body. Special needs students will be provided with the services required by their Individual Education Plans.

Many features of the Edison school design will be of particular value to special needs students and will enable them to succeed in the mainstream instructional program:

An "Academy" structure which enables students to work with the same teams of teachers over a period three years;

The availability of educational technology both in the school and at home;

Training for all classroom teachers in special education instructional techniques;

The inclusion of tutors on the staff of the Primary Academy to assist students in the acquisition of basic skills; and

The development of quarterly learning contracts with each student and his/her parents or guardians.

18. FUNDING.

Please see the previously filed start-up and five-year budgets and revenue source projections.

19. ACCOUNTABILITY.

A. The Annual Report

The Board of Trustees, in conjunction with the president of the corporation and The School's principal, will produce the Annual Report. Because the financial records and operations of The School will be made available to the public, developing the report will be a logical consequence of that disclosure. The report shall be disseminated to the media, as well as to educators and business and civic leaders in the Boston area. The School is

designed to be a model for effective urban education, and the Annual Report is a critical outreach tool and will be treated as such.

B. The School's finances and accounts shall be handled by regular outside audits in accordance with standard accounting procedures.

C. Records shall be kept in compliance with Massachusetts public school record requirements. The School is committed to developing new ways of presenting such information that can be easily understood by the general public.

20. TRANSPORTATION.

A. Because of The School's planned central location, we anticipate that many students will be transported to The School by their parents. Other students will be transported by The School's own transportation system.

B. Students who live outside of the local district will likely be transported by taxi or public transit.

21. LIABILITY AND INSURANCE.

A. The School has made a preliminary investigation into the cost of insurance. The School anticipates that the Secretary will provide guidance in this area.

B. The School is currently working with DCPO to obtain use of 250 Stuart Street. While it is premature to have the building officially inspected, the site has been carefully examined by two highly-renowned school building firms. A detailed renovation plan and budget of what will be needed to bring the building up to code

is being developed.

22. GOVERNANCE DOCUMENTS.

The School's by-laws and incorporation documents have been filed with appropriate authorities and the Secretary. A letter of intent has been signed with the Edison Project and a management contract is in the final stage of negotiation. The School's Constitution is being drafted.

WORKING DRAFT BUDGET
FOR THE BOSTON RENAISSANCE CHARTER SCHOOL

	<u>K-5</u>	<u>6-12</u>	<u>TOTAL</u> <u>SCHOOL</u>	<u>PER PUPIL</u>
Grades	6	7	13	
# of Students	600	700	1,300	
Square Feet			130,000	
<u>REVENUES</u>				
Per Pupil Revenue(1)\$	7,000	\$ 7,000	\$ 7,000	
<u>Gross Revenues*</u>	\$4,200	\$ 4,900	\$ 9,100	\$ 7.000
Summer Session				
Revenue (2)	60	70	130	0.100
<u>TOTAL REVENUES</u>	<u>\$ 4,260</u>	<u>\$ 4,970</u>	<u>\$ 9,230</u>	<u>\$ 7.100</u>
<u>EXPENSES</u>				
<u>Staff Expenses</u>				
Salaries	\$ 2,170	\$ 2,276	\$ 4,447	\$ 3.421
Benefits (3)	358	376	734	0.564
<u>TOTAL STAFF</u>				
<u>EXPENSES</u>	<u>\$ 2,528</u>	<u>\$ 2,652</u>	<u>\$ 5,181</u>	<u>\$ 3.985</u>
<u>Other Expenses (4)</u>				
Curriculum				
Products (5)	\$ 90	\$ 105	\$ 195	\$ 0.150
Campus Operations				
& Maint. (6)	450	525	975	0.750
Technology Operations				
& Maint. (7)	200	200	400	0.308
General & Admin. (8)	321	365	686	0.528
Bd. of Trust. (9)	32	38	70	0.054
Contingency/				
Misc. (10)	181	194	375	0.289
<u>TOTAL OTHER</u>				
<u>EXPENSES</u>	<u>\$ 1,274</u>	<u>\$ 1,427</u>	<u>\$ 2,701</u>	<u>\$ 2.079</u>
<u>TOTAL CAMPUS</u>				
<u>EXPENSES</u>	<u>\$ 3,803</u>	<u>\$ 4,079</u>	<u>\$ 7,882</u>	<u>\$ 6.064</u>

* In thousands of dollars.

	<u>K-5</u>	<u>6-12</u>	<u>TOTAL</u> <u>SCHOOL</u>	<u>PER PUPIL</u>
<u>Off-Site Expenditures</u>				
Repayment of Edison Capital Expenditures (7 yrs.)	\$ 208	\$ 243	\$ 451	\$ 0.347
Educational Services Delivered to School by Edison	270	315	585	0.450
Edison Management, Development & Future Profits	<u>144</u>	<u>168</u>	<u>312</u>	<u>0.240</u>
TOTAL OFF-SITE EXPENDITURES	\$ 622	\$ 726	\$ 1,348	\$ 1.037
<u>EDISON CAPITAL EXPENDITURES (11)</u>				
Technology Equip.	\$ 595	\$ 690	\$ 1,285	\$ 0.988
Infrastructure Equip.	131	104	235	0.181
Furniture & Fix.	185	215	400	0.308
Infrastructure Wiring	60	70	130	0.100
Curriculum Capital	222	260	482	0.371
Bldg. Improvements	231	269	500	0.385
Design & Constr.	<u>58</u>	<u>67</u>	<u>125</u>	<u>0.096</u>
TOTAL EDISON CAPITAL EXPENDITURES	\$ 1,482	\$ 1,675	\$ 3,157	\$ 2.428

Notes:

- (1) Assumes transportation is provided by the district as required by G.L.c.79, §89 and is not included in the per pupil revenue paid to The School.
- (2) Assumes 1/3 of the Renaissance students do not attend summer camp, and these positions are filled by non-Renaissance students at \$50 per week times 6 weeks of camp.
- (3) Equal to 16.5% of salaries, assuming of total 25% expense, City continues to fund 8.5% retirement benefits.
- (4) Edison Project estimates. More information required for site specific analysis. Transportation is assumed to be provided by the district.

WORKING DRAFT BUDGET
FOR THE BOSTON RENAISSANCE CHARTER SCHOOL

	<u>K-5</u>	<u>6-12</u>	<u>TOTAL</u> <u>SCHOOL</u>	<u>PER PUPIL</u>
Grades	6	7	13	
# of Students	600	700	1,300	
Square Feet			130,000	
<u>REVENUES</u>				
Per Pupil Revenue(1)	\$ 7,000	\$ 7,000	\$ 7,000	
Gross Revenues*	\$4,200	\$ 4,900	\$ 9,100	\$ 7.000
Summer Session				
Revenue (2)	60	70	130	0.100
TOTAL REVENUES	\$ 4,260	\$ 4,970	\$ 9,230	\$ 7.100
<u>EXPENSES</u>				
<u>Staff Expenses</u>				
Salaries	\$ 2,170	\$ 2,276	\$ 4,447	\$ 3.421
Benefits (3)	358	376	734	\$ 0.564
TOTAL STAFF				
EXPENSES	\$ 2,528	\$ 2,652	\$ 5,181	\$ 3.985
<u>Other Expenses (4)</u>				
Curriculum				
Products (5)	\$ 90	\$ 105	\$ 195	\$ 0.150
Campus Operations				
& Maint. (6)	450	525	975	0.750
Technology Operations				
& Maint. (7)	200	200	400	0.308
General & Admin. (8)	321	365	686	0.528
Bd. of Trust. (9)	32	38	70	0.054
Contingency/				
Misc. (10)	181	194	375	0.289
TOTAL OTHER				
EXPENSES	\$ 1,274	\$ 1,427	\$ 2,701	\$ 2.079
<u>TOTAL CAMPUS</u>				
<u>EXPENSES</u>	\$ 3,803	\$ 4,079	\$ 7,882	\$ 6.064

* In thousands of dollars.

	<u>K-5</u>	<u>6-12</u>	<u>TOTAL</u> <u>SCHOOL</u>	<u>PER PUPIL</u>
<u>Off-Site Expenditures</u>				
Repayment of Edison Capital Expenditures (7 yrs.)	\$ 208	\$ 243	\$ 451	\$ 0.347
Educational Services Delivered to School by Edison	270	315	585	0.450
Edison Management, Development & Future Profits	144	168	312	0.240
TOTAL OFF-SITE EXPENDITURES	\$ 622	\$ 726	\$ 1,348	\$ 1.037
<u>EDISON CAPITAL EXPENDITURES (11)</u>				
Technology Equip.	\$ 595	\$ 690	\$ 1,285	\$ 0.988
Infrastructure				
Equip.	131	104	235	0.181
Furniture & Fix.	185	215	400	0.308
Infrastructure Wiring	60	70	130	0.100
Curriculum Capital	222	260	482	0.371
Bldg. Improvements	231	269	500	0.385
Design & Constr.	58	67	125	0.096
TOTAL EDISON CAPITAL EXPENDITURES	\$ 1,482	\$ 1,675	\$ 3,157	\$ 2.428

Notes:

- (1) Assumes transportation is provided by the district as required by G.L.c.79, §89 and is not included in the per pupil revenue paid to The School.
- (2) Assumes 1/3 of the Renaissance students do not attend summer camp, and these positions are filled by non-Renaissance students at \$50 per week times 6 weeks of camp.
- (3) Equal to 16.5% of salaries, assuming of total 25% expense, City continues to fund 8.5% retirement benefits.
- (4) Edison Project estimates. More information required for site specific analysis. Transportation is assumed to be provided by the district.

- (5) Disposable curriculum products, including workbooks, science supplies, art supplies, notebooks, etc.
- (6) Includes annual energy, building maintenance, landscape, security, etc. Assumes \$7.50 per sq. ft.
- (7) Includes technology equipment, repairs and replacement, annual maintenance, license fees, etc.
- (8) Includes professional development, recruitment & relocation, travel, office supplies, insurance, legal and professional, and all other expenses of running the school.
- (9) Includes administrative expense incurred by the Horace Mann Foundation.
- (10) Equal to 5% of all expenses including staff.
- (11) Capital Expenditures, before inflation and replacement, paid by The Edison Project over the five-year term of the contract.

WORKING DRAFT 5-YEAR BUDGET
FOR THE BOSTON RENAISSANCE CHARTER SCHOOL

INFLATION RATE	4%	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Enrollment		0	600	900	1,100	1,300	1,300
Per Pupil Revenue			7,000	7,280	7,571	7,874	8,189
TOTAL REVENUES*			<u>4,260</u>	<u>6,646</u>	<u>8,447</u>	<u>10,382</u>	<u>10,798</u>
Staff Expenses	354	2,529	3,812	4,784	5,827	6,061	
Other Expenses	<u>81</u>	<u>1,274</u>	<u>1,961</u>	<u>2,481</u>	<u>3,039</u>	<u>3,160</u>	
TOTAL CAMPUS EXPENSES	435	3,803	5,773	7,265	8,866	9,221	
TOTAL OFF-SITE EXPENDITURES	N/A	457	872	1,283	1,516	1,577	
Edison Capital Expenditures							
Technology Equip.	60	565	297	213	199	14	
Infrastructure Equip.	13	122	45	32	30	2	
Furniture & Fixtures	0	185	96	67	70	0	
Infrastructure Wiring	60	30	42	0	0	0	
Curriculum Capital	83	125	92	90	70	47	
Building Improvements	250	125	130	0	0	0	
Design and Const.	<u>63</u>	<u>63</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EDISON CAPITAL EXPENDITURES	529	1,215	701	403	369	64	
GRAND TOTAL (BEFORE INFLATION)	\$3,171						
Unfunded Capital Expenditures							
Furniture & Fixtures	0	415	216	149	155	0	
Bldg. Improve.	1,550	775	806	0	0	0	
Design & Const.	<u>376</u>	<u>376</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL UNFUNDED CAPITAL EXPENDITURES	1,926	1,566	1,022	149	155	0	
GRAND TOTAL (BEFORE INFLATION)	\$4,752						

* In thousands of dollars.

WORKING DRAFT CAPITAL BUDGET
FOR THE BOSTON RENAISSANCE CHARTER SCHOOL

ESTIMATED CAPITAL REQUIRED:

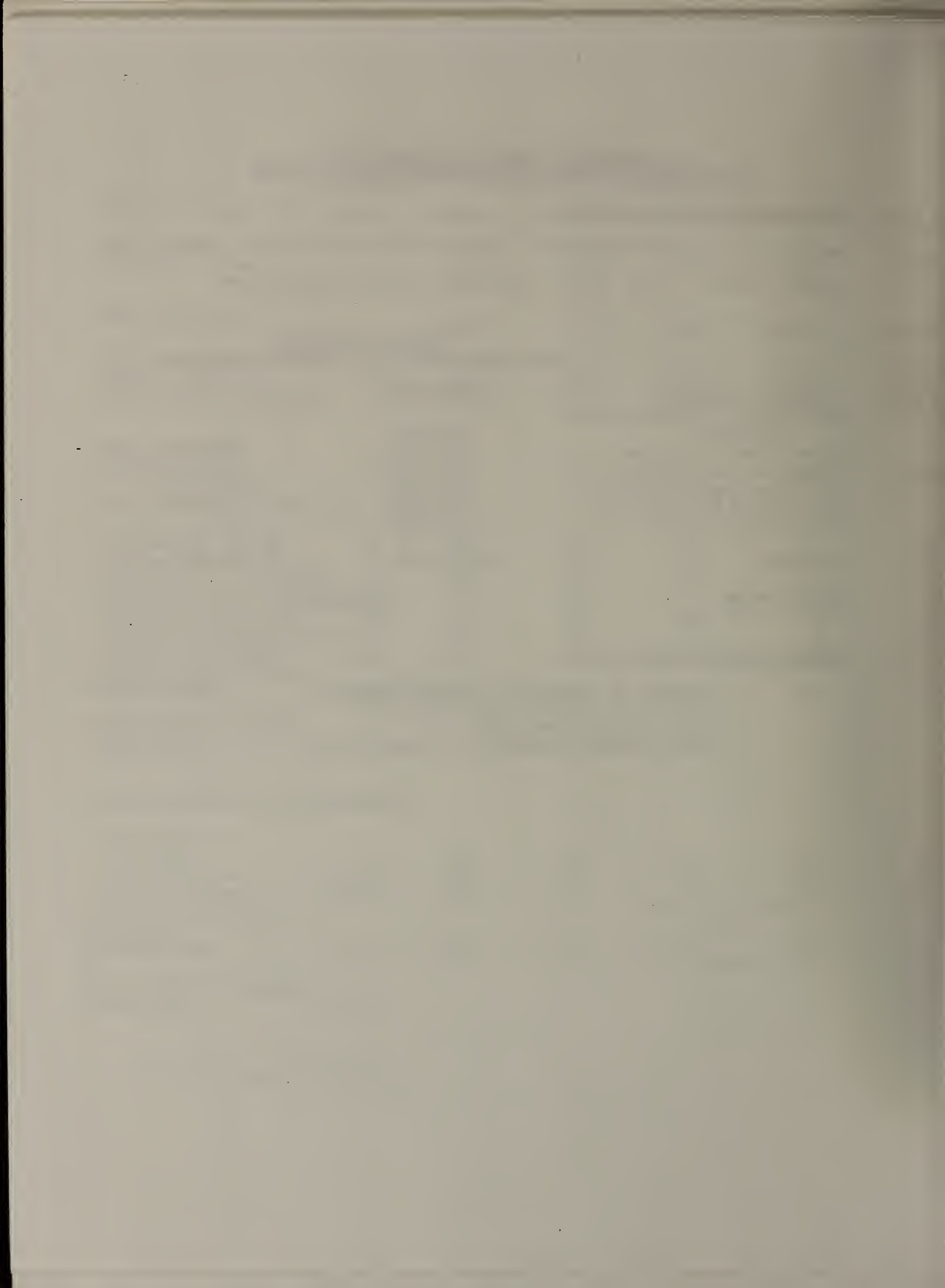
Location: Ipswich Street (former Internal Revenue Center)

School Size: K-12, 1,300 students, 130,000 square feet.

	<u>Capital Provided</u>	
	<u>The Edison Project</u>	<u>Unfunded Sources</u>
Computer Equipment	\$1,285,000	0
Technology Infrastructure		
Equipment	235,000	0
Furniture & Fixtures	400,000	\$ 900,000
Infrastrucrture Wiring	130,000	0
Building Improvements	500,000	3,100,000
Design and Construction	125,000	752,000
Curriculum Capital	<u>482,000</u>	<u>0</u>
Subtotal	\$3,157,000	\$4,752,000
Grand Total	<u>\$7,909,000</u>	

Major Issues to Resolve:

- Source of unfunded capital required.
- Locations of gym, playing field.
- Cost to acquire site.
- Restrictive covenants on site.



The Commonwealth of Massachusetts

OFFICE OF THE MASSACHUSETTS SECRETARY OF STATE
MICHAEL JOSEPH CONNOLLY, Secretary
ONE ASHBURTON PLACE, BOSTON, MASSACHUSETTS 02108

ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)

ARTICLE I

The name of the corporation is:

The Boston Renaissance Charter School, Inc.

ARTICLE II

The purpose of the corporation is to engage in the following activities:

To organize, operate, and maintain a charter school for boys and girls pursuant to Massachusetts General Law, Chapter 71, Section 89 and the regulations promulgated thereunder; and in furtherance thereof, (1) to stimulate the development of innovative programs within public education; (2) to provide opportunities for innovative learning and assessment; (3) to provide parents and students with greater options in choosing schools within and outside their school districts; (4) to provide teachers with a vehicle for establishing schools with alternative, innovative methods of educational instruction and school structure and management; (5) to encourage performance-based educational programs and (6) to hold teachers and school administrators accountable for student's educational outcomes.

To carry on any business and engage in any activities, whether or not related to those specified in the foregoing paragraph, as may be permitted to a corporation organized under Chapter 180 of the General Laws of the Commonwealth of Massachusetts, as from time to time amended, provided that such activities shall at all time be consistent with the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

94-207002

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Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8 1/2 x 11 sheets of paper leaving a left hand margin of at least 1 inch. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.

THE BOSTON RENAISSANCE CHARTER SCHOOL, INC.

Continuation Sheet 4A

4. Additional Provisions for Conduct and Regulation of the Business and Affairs of the Corporation, for its Voluntary Dissolution, and for Limiting, Defining and Regulating the Powers of the Corporation and of its Trustees.

4.1 The corporation shall have in furtherance of its corporate purposes all of the powers specified in Section 6 of Chapter 180 and in Sections 9 and 9A of Chapter 156B of the Massachusetts General Laws (except those provided in paragraph (m) of said Section 9) as now in force or as hereafter amended, provided, however, that no such power shall be exercised in a manner inconsistent with said Chapter 180 or any other chapter of the Massachusetts General Laws or inconsistent with the exemption from federal income tax to which the corporation shall be entitled under Section 501(c)(3) of the Internal Revenue Code.

4.2 The trustees may make, amend or repeal the by-laws in whole or in part

4.3 No trustee or officer of the corporation shall be personally liable to the corporation for monetary damages for breach of fiduciary duty as such trustee or officer notwithstanding any provision of law imposing such liability, except to the extent that such exemption from liability is not permitted under Chapter 180 of the Massachusetts General Laws.

4.4(a) The corporation shall, to the extent legally permissible, indemnify each person who serves as one of its trustees, or officers, or who serves at its request as a trustee, officer, member of director of another organization or in a capacity with respect to any employee benefit plan (each such person being herein called a "Person") against all liabilities and expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by such Person in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such Person may be involved or with which such Person ~~may be~~ threatened, while in office or thereafter, by reason of being or having been such a Person, except with respect to any matter ~~as to~~ which such Person shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interests of the corporation. Any Person who at the request of the corporation serves another organization or an employee benefit plan in one or more of the above indicated capacities and who shall have acted in good faith in the reasonable belief that his or her action was in

the best interests of such other organization or in the best interests of the participants or beneficiaries of such employee benefit plan shall be deemed to have acted in such manner with respect to the corporation.

(b) Notwithstanding the foregoing, as to any matter disposed of by a compromise payment by any Person, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the corporation, after notice that it involves such indemnification, (a) by a disinterested majority of the trustees then in office; or (b) by a majority of the disinterested trustees then in office, provided that there has been obtained an opinion in writing of independent legal counsel to the effect that such Person appears to have acted in good faith in the reasonable belief that his or her action was in the best interests of the corporation.

(c) Expenses, including counsel fees, reasonably incurred by any Person in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the corporation in advance of the final disposition thereof upon receipt of any undertaking by such Person to repay the amounts so paid if such Person ultimately shall be adjudicated to be not entitled to indemnification under this Section 4.5. Such an undertaking may be accepted without reference to the financial ability of such Person to make repayment.

(d) The right of indemnification hereby provided shall not be exclusive. Nothing contained in this Section shall affect any other rights to indemnification to which any Person or other corporate personnel may be entitled by contract or otherwise under law.

(e) As used in this Section 4.5, the term "Person" includes such Person's respective heirs, executors and administrators, and an "interested" trustee or officer is one against whom in such capacity the proceeding in question, or another proceeding on the same or similar grounds, is then pending.

4.5(a) No person shall be disqualified from holding any office by reason of any interest. In the absence of fraud, any trustee or officer of this corporation, or any concern in which any such trustee or officer has any interest, or any individual having any interest in any such concern, may be a party to, or may be pecuniarily or otherwise interested in, any contract, transaction or other act (collectively called a "transaction") of this corporation, and

(1) such transaction shall not be in any way invalidated or otherwise affected by that fact; and

(2) no such trustee or officer concern or individual shall be liable to account to this corporation for any profit or benefit realized through any such transaction; provided, however, that such transaction either was fair at the time it was entered into or is authorized or ratified by a majority of the trustees who are not so interested and to whom the nature of such interest has been disclosed and who have made any finding required by law; at any annual meeting or a special meeting of trustees duly called for the purpose, provided, however, that the nature of such transaction and such interest shall be summarized in the notice of such meeting or in an accompanying statement and shall be disclosed at such meeting, and that the trustees so voting shall have made any findings required by law. Except to the extent otherwise provided by law, any interested trustee of this corporation may be counted in determining the existence of a quorum at any meeting at which such transaction shall be authorized and may vote to authorize such transaction.

(b) For purposes of this Section 4.6, the term "interest" shall include personal interest and also interest as a director, officer, stockholder, shareholder, trustee or beneficiary of any concern; and the term "concern" shall mean any corporation, association, trust, partnership, firm, person or other entity other than this corporation.

(c) No transaction shall be avoided by reason of any provision of this paragraph 4.6 which would be valid but for such provision.

4.6 No part of the assets or net earnings of the corporation shall inure to the benefit of any officer or trustee of the corporation or any individual; no substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation except to the extent permitted by Section 501(h) of the Internal Revenue Code; and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office. It is intended that the corporation shall be entitled to exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code and shall not be a private foundation under Section 509(a) of the Internal Revenue Code.

4.7 Upon the liquidation or dissolution of the corporation, after payment of all of the liabilities of the corporation or due provision thereafter, all of the assets of the corporation shall be disposed of pursuant to Massachusetts General Laws, Chapter 180, Section 11A, to one or more organizations with similar purposes and exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

4.8 Persons of any race, religion and of either sex shall be entitled to all the rights, privileges, programs and activities generally made available to participants in the corporation, its programs and activities, and the corporation shall not discriminate on the basis of race, religion or sex in administering its policies and programs.

4.9 All references herein: (i) to the Internal Revenue Code shall be deemed to refer to the Internal Revenue Code of 1986, as now in force or hereafter amended; (ii) to the General Laws of the Commonwealth of Massachusetts, or any chapter thereof, shall be deemed to refer to said General Laws or chapter as now in force or hereafter amended; and (iii) to particular sections of the Internal Revenue Code or said General Laws shall be deemed to refer to similar or successor provisions hereafter adopted.

THE BOSTON RENAISSANCE CHARTER SCHOOL, INC.

Continuation Sheet 7A

Directors:

	<u>Residence</u>	<u>Post Office</u>
David C. Knapp	17 Baldpate Hill Road Newton Center, MA 02159	17 Baldpate Hill Rd. Newton Center, MA 02159
Patricia McDonald Kelleher	508 E. 4th Street S. Boston, MA 02127	508 E. 4th Street S. Boston, MA 02127
Paul L. McGill	43 Kenwood Street Dorchester, MA 02124	43 Kenwood Street Dorchester, MA 02124
Robert C. Rufo	36 Atkins Street Brighton, MA 02135	36 Atkins Street Brighton, MA 02135
Nicholas Paleologos	21 Wyman Street Woburn, MA 01801	21 Wyman Street Woburn, MA 01801
Deborah M. McGriff	529 Fifth Avenue 12th Floor New York, NY 10016	529 Fifth Avenue 12th Floor New York, NY 10016
Stephen Tracy	The Edison Project 4 Dorset Drive New Milford, CT 06776	The Edison Project 4 Dorset Drive New Milford, CT 06776

ARTICLE V

By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out below, have been duly elected.

ARTICLE VI

The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if a later date is desired, specify date, (not more than 30 days after date of filing).

The information contained in ARTICLE VII is NOT a PERMANENT part of the Articles of Organization and may be changed ONLY by filing the appropriate form provided therefor.

ARTICLE VII

a. The post office address of the initial principal office of the corporation IN MASSACHUSETTS is:

5 Keene Road, West Roxbury, MA 02132

b. The name, residence and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Robert D. Gaudet	5 Keene Road W. Roxbury, MA 02132	5 Keene Road W. Roxbury, MA 02132
Treasurer:	Willaim J. McCarthy	54 Sandy Valley Rd. Marston, MA 02648	54 Sandy Valley Road Marston, MA 02648
Clerk:	Jonathan S. Schindler	89 Jewett Street Newton, MA 02158	89 Jewett Street Newton, MA 02158

Directors: (or officers having the powers of directors).

NAME	RESIDENCE	POST OFFICE ADDRESS
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See continuation sheet 7A

c. The fiscal year of the corporation shall end on the last day of the month of: December 31

d. The name and BUSINESS address of the RESIDENT AGENT of the corporation, if any, is:

I/We the below-signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named principal officers have not been similarly convicted. If so convicted, explain—

IN WITNESS WHEREOF and under the pains and penalties of perjury, I/WE, whose signature(s) appear below as incorporator(s) and whose names and business or residential address(es) ARE CLEARLY TYPED OR PRINTED beneath each signature do hereby associate with the intention of forming this corporation under the provisions of General Laws Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 25th day of July 1974

Thomas P. Hagen, Burns & Levinson

125 Summer Street

Boston, MA 02110

NOTE: If an already-existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.

THE BOSTON RENAISSANCE CHARTER SCHOOL, INC.

ACTION OF SOLE INCORPORATOR WITHOUT A MEETING

The undersigned, being the sole Incorporator of The Boston Renaissance Charter School, Inc. (the "Corporation"), does hereby take the following actions pursuant to Chapter 180, Section 3 of the General Laws of Massachusetts:

1. I hereby adopt as the By-Laws of the Corporation the By-Laws attached hereto and incorporated herein.
2. I hereby fix the number of Trustees of the Corporation unless changed by vote of the Trustees pursuant to the By-Laws adopted hereinabove, at seven (7), and I hereby appoint the following persons as the Trustees of this Corporation to hold office in accordance with the By-Laws:

David Knapp
Patricia McDonald Kelleher
Judge Paul L. McGill
Robert Rufo
Nicholas Paleologos
Deborah McGriff
Stephen Tracy

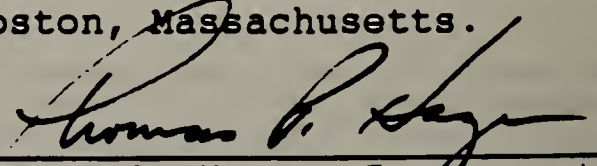
3. I hereby appoint the following persons to the offices set forth opposite their respective names:

President
Treasurer
Clerk

Robert D. Gaudet
William J. McCarthy
Jonathan S. Schindler

4. I hereby adopt as the Articles of Organization of this Corporation the Articles of Organization in the form attached hereto, and I direct that the duly executed original of said Articles of Organization be filed with the Secretary of the Commonwealth and the proper fee be paid therefor.

EXECUTED on July 25, 1994, at Boston, Massachusetts.


Thomas P. Hagen, Incorporator

BY-LAWS
OF
THE BOSTON RENAISSANCE CHARTER SCHOOL, INC.

ARTICLE 1

Name, Purposes, Fiscal year and Corporate Seal

1.1 Name.

The name of this corporation shall be:

The Boston Renaissance Charter School, Inc.

The organization is a non-profit, charitable organization.

1.2 Purpose and Aims.

To organize and to operate a charter school pursuant to Massachusetts General Law Chapter 71, Section 89 and the regulations promulgated thereunder.

1.3 Fiscal Year.

Except as from time to time otherwise determined by the Board of Trustees, the fiscal year of the corporation shall be the last day of December in each year.

1.4 Corporate Seal.

The Trustees may adopt and alter the seal of the corporation.

ARTICLE 2

Members

The corporation shall have no members. Any action or vote required or permitted by law to be taken by members of the corporation shall be taken by action or vote of the same percentage of the Trustees.

ARTICLE 3

Board of Trustees

3.1 Powers.

The Board of Trustees shall have the entire charge, control, and management of the corporation, its property and business and shall see that the By-Laws are upheld and that its purpose is preserved. The Board of Trustees may delegate any of its powers to any committee of the Board of Trustees appointed pursuant to these By-Laws or to any officer or agent of the corporation, except those powers which by law, the Articles of Organization, or the By-Laws they are prohibited from delegating.

3.2 Number and Election.

The corporation shall have a Board of seven Trustees. The initial Trustees shall be appointed by the incorporator and named in the Articles of Organization and thereafter, shall be elected by a vote of two-thirds of the Trustees present and voting at the Annual Meeting, to hold office until the next Annual Meeting, and thereafter until a successor is elected and qualified.

3.3 Enlargement of the Board of Trustees.

The number of the Board of Trustees may be increased at any meeting of the Trustees, called at least in part for that purpose, by vote of a majority of the Trustees then in office.

3.4 Committees.

The Trustees may elect from their number, or authorize the President to appoint from their number, executive or other committees and may by like vote delegate thereto some or all of their powers except those which by law, the Articles of Organization or these By-Laws they are prohibited from delegating. Except as the Trustees may otherwise determine, a committee may make rules for the conduct of its business, but unless otherwise provided by the Trustees or in such rules, its business shall be conducted as nearly as may be in the same manner as is provided by these By-Laws for the Trustees.

3.5 Annual Meetings.

The Trustees shall meet annually on the third Wednesday in March. Other regular meetings may be held at such times and

places as the Trustees may determine from time to time. If no Annual Meeting is held in accordance with the provisions of these By-Laws, a Special Meeting may be held in lieu thereof, and any action taken at such meeting shall have the same effect as if taken at the Annual Meeting.

3.6 Special Meetings.

Special Meetings of the Trustees may be called at any time by the Chairperson of the Board of Trustees, the President or any two (2) Trustees.

3.7 Notice of Meeting.

Notices of the time and place of each meeting of Trustees shall be given to each Trustee by mail addressed to him at his last known home or business address, at least four (4) days before the meeting or by delivering such notice to him at least forty-eight (48) hours before the meeting, or by sending to him at least forty-eight (48) hours before the meeting, by prepaid telegram addressed to him at such address, notice of such meeting or by telephone at least twenty-four (24) hours before the meeting. Notice need not be given to any Trustee if a written waiver of notice, executed by him before or after the meeting, is filed with the records of the meeting, or if any Trustee who attends the meeting without protesting thereto or at its commencement the lack of notice to him. Neither such notice nor waiver of notice need specify the purpose of a meeting unless otherwise required by law, the Articles of Organization, or these By-Laws.

3.8 Quorum.

At any meeting of Trustees, a majority of the Trustees then in office shall constitute a quorum. Any meeting may be adjourned by a majority of the votes properly cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

3.9 Action by Vote.

At any meeting of Trustees, the action of the Trustees on any matter brought before the meeting shall be decided by the vote of a majority of those present and voting provided that a quorum is then present, unless a different vote is required by law, the Articles of Organization, or these By-Laws.

3.10 Action by Writing.

Any action required or permitted to be taken at any meeting of the Trustees may be taken without a meeting if all the Trustees consent to the action in writing and the written consents are filed with the records of the meetings of the Trustees. Such consents shall be treated for all purposes as a vote at a meeting.

3.11 Presence Through Communications Equipment.

Unless otherwise provided by law or the Articles of Organization, the Trustees may participate in a meeting of such Board of Trustees by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

3.12 Compensation.

Trustees shall not receive any salary for serving in the capacity of a Trustee. Nothing contained herein shall be construed to preclude any Trustee from serving this corporation in any other capacity and receiving compensation therefor.

ARTICLE 4

Officers

4.1 Enumeration.

The officers of this corporation shall be a President, Treasurer, Clerk and such other officers, if any, as the Trustees may determine.

4.2 Election.

The President, Treasurer and Clerk shall be elected annually by the Trustees at the Annual Meeting, or the Special Meeting held in lieu thereof. Other officers may be chosen by the Trustees at such meeting or at any other meeting.

4.3 Qualification.

No officer of this corporation need be a Trustee. Any two or more offices may be held by the same person. The Clerk shall be a resident of Massachusetts unless the corporation has a resident agent appointed for the purpose of service of process. Any officer may be required by the Trustees to give

bond for the faithful performance of his duties to the corporation in such amount and with such sureties as the Trustees may determine.

4.4 Tenure.

Except as provided by law, by the Articles of Organization or by these By-Laws, the President, Treasurer, and the Clerk shall hold office until the Annual Meeting or the Special Meeting held in lieu thereof, and thereafter until his successor is elected and qualified. Other officers shall hold office until the Annual Meeting, or the Special Meeting held in lieu thereof, unless a shorter term is specified in the vote choosing or appointing them.

4.5 Chairperson of the Board of Trustees.

If a Chairperson of the Board of Trustees is elected, he shall preside at all meetings of the Trustees and shall have such other powers and duties as may be determined by the Trustees.

4.6 President and Vice Presidents.

The President shall be the chief executive officer of the corporation and, subject to the control of the Board of Trustees, shall have general charge and supervision of the business and affairs of the corporation. If no Chairperson of the Board of Trustees is elected, the President shall preside at all meetings of the Trustees. It shall be his duty and he shall have the power to see that all orders and resolutions of the Trustees are carried into effect.

In the absence or disability of the President, the powers and duties of the President shall be performed by the Vice President if only one, or, if more than one, by a Vice President designated for the purpose by the Trustees. Each Vice President shall have such other powers and perform such other duties as the Trustees may from time to time designate.

4.7 Treasurer and Assistant Treasurers.

The Treasurer shall be the chief financial officer and chief accounting officer of the corporation. The Treasurer, with the President, shall have charge of all corporation investments. He shall receive all bequests and all donations designated by the Board of Trustees. The Treasurer shall, subject to the orders and under the supervision of the Board of Trustees, have the custody and care of securities, cash, and valuable papers of the corporation. The Treasurer shall keep full and accurate accounts of receipts and disbursements

in books belonging to the corporation and shall deposit all moneys and other valuable effects in the name and to the credit of the corporation in such depositories as shall be designated by the Trustees or, in the absence of such designation, in such depositories as he shall from time to time deem proper. He shall be responsible for the disbursement of funds of the corporation as ordered by the Trustees. He shall promptly render to the President and to Trustees such statements of his transactions and accounts as the President and Trustees, respectively, may from time to time require. The Treasurer shall perform such duties and have such power additional to the foregoing as the Trustees may designate from time to time.

In the absence or disability of the Treasurer, his powers and duties shall be performed by the Assistant Treasurer, if only one, or, if more than one, by the one designated for the purpose by the Trustees. Each Assistant Treasurer shall have such other powers and perform such other duties as the Trustees shall from time to time designate.

4.8 Clerk and Assistant Clerks.

The Clerk shall record in books kept for the purpose all votes and proceedings of the Trustees. The Clerk shall be charged with the duty of keeping, or causing to be kept, accurate records of the names and addresses of Trustees. The Clerk shall perform such duties and have such powers additional to the foregoing as the Trustees shall designate.

In the absence or disability of the Clerk, the Assistant Clerk, if one be elected, or, if there be more than one, the one designated for the purpose by the Trustees, otherwise a Temporary Clerk designated by the person presiding at the meeting, shall perform the duties of the Clerk. Each Assistant Clerk may exercise the powers of the Clerk in the absence or disability of the Clerk and shall have such other powers and perform such other duties as the Trustees may from time to time designate.

ARTICLE 5

Resignations, Removals and Vacancies

5.1 Resignations.

Any Trustee or officer may resign at any time by delivering his resignation in writing to the Chairperson of the Board of Trustees, if any, the President or the Clerk or to the corporation at its principal office. Such resignation shall

be effective upon receipt unless specified to be effective at some other time.

5.2 Removals.

Any Trustee may be removed from office with or without cause by vote of two-thirds of the Trustees then in office at a meeting called at least in part for that purpose. An officer may be removed with or without cause by the vote of a majority of the Trustees then in office. A Trustee or officer may be removed for cause only after reasonable notice and opportunity to be heard before the body proposing to remove him.

5.3 Vacancies.

Any vacancy in the Board of Trustees, including a vacancy resulting from the enlargement of the Board of Trustees, may be filled by the Trustees by vote of two-thirds of the Trustees present and voting at the meeting called at least in part for that purpose. The Trustees shall elect a successor if the office of the President, Treasurer, or Clerk becomes vacant and may elect a successor if any other office becomes vacant. Each such successor to a Trustee or officer shall hold office for the unexpired term of such Trustee or officer as the case may be. The Trustees shall have and may exercise all their powers notwithstanding the existence of one or more vacancies in their number.

ARTICLE 6

The Renaissance Charter School Group, Board of Friends,
Parents Council, Parent Advisory Board

The Trustees may designate certain persons or groups of persons as the Renaissance Charter School Group, Board of Friends, Parents Council, Parent Advisory Board of the corporation or such other title as they deem appropriate. Such persons shall serve in an honorary capacity and shall in such capacity have no right to notice of or to vote at any meeting of Trustees, shall not be considered for purposes of establishing a quorum thereat, and shall have no other rights or responsibilities except as may be granted by the Trustees.

ARTICLE 7

Execution of Papers

Except as the Trustees may generally or in particular cases authorize the execution thereof in some other manner, all

deeds, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the corporation shall be signed by the President or by the Treasurer.

ARTICLE 8

No Personal Liability

The Trustees and officers of the corporation shall not be personally liable for any debt, liability or obligation of the corporation. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the corporation, may look only to the funds and property of the corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the corporation.

ARTICLE 9

Amendments

These By-Laws may at any time be altered, amended or repealed by vote of a majority of the Trustees then in office, provided that notice of the substance of the proposed amendment is stated in the notice of the meeting.

Application for Employer Identification Number

(For use by employers and others. Please read the attached instructions before completing this form.)

EIN

OMB No. 1545-0003
Expires 4-30-94

Please type or print clearly.

1 Name of applicant (True legal name) (See instructions.) The Boston Renaissance Charter School, Inc.	
2 Trade name of business, if different from name in line 1 ---	3 Executor, trustee, "care of" name Robert Gaudet
4a Mailing address (street address) (room, apt., or suite no.) 5 Keane Road	5a Address of business (See instructions.) -same-
4b City, state, and ZIP code West Roxbury, MA 02132	5b City, state, and ZIP code -same-
6 County and state where principal business is located	
7 Name of principal officer, grantor, or general partner (See instructions.) ▶ Robert Gaudet	

8a Type of entity (Check only one box.) (See instructions.)

<input type="checkbox"/> Individual SSN	<input type="checkbox"/> Estate	<input type="checkbox"/> Trust
<input type="checkbox"/> REMIC	<input type="checkbox"/> Plan administrator SSN	<input type="checkbox"/> Partnership
<input type="checkbox"/> State/local government	<input type="checkbox"/> Other corporation (specify)	<input type="checkbox"/> Farmers' cooperative
<input type="checkbox"/> National guard	<input type="checkbox"/> Federal government/military	<input type="checkbox"/> Church or church controlled organization
<input checked="" type="checkbox"/> Other nonprofit organization (specify) school If nonprofit organization enter GEN (if applicable)		
<input type="checkbox"/> Other (specify) ▶		

8b If a corporation, give name of foreign country (if applicable) or state in the U.S. where incorporated ▶	Foreign country	State Massachusetts
---	-----------------	-------------------------------

9 Reason for applying (Check only one box.)

<input checked="" type="checkbox"/> Started new business	<input type="checkbox"/> Changed type of organization (specify) ▶
<input type="checkbox"/> Hired employees	<input type="checkbox"/> Purchased going business
<input type="checkbox"/> Created a pension plan (specify type) ▶	<input type="checkbox"/> Created a trust (specify) ▶
<input type="checkbox"/> Banking purpose (specify) ▶	<input type="checkbox"/> Other (specify) ▶

10 Date business started or acquired (Mo., day, year) (See instructions.) 7/25/94	11 Enter closing month of accounting year. (See instructions.) 12/31
---	--

12 First date wages or annuities were paid or will be paid (Mo., day, year). Note: If applicant is a withholding agent, enter date income will first be paid to nonresident alien. (Mo., day, year) ▶

13 Enter highest number of employees expected in the next 12 months. Note: If the applicant does not expect to have any employees during the period, enter "0." ▶	Nonagricultural	Agricultural	Household
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14 Principal activity (See instructions.) ▶ **school**

15 Is the principal business activity manufacturing? ☐ Yes ☒ No
If "Yes," principal product and raw material used ▶

16 To whom are most of the products or services sold? Please check the appropriate box. ☐ Business (wholesale) ☒ N/A
☐ Public (retail) ☐ Other (specify) ▶

17a Has the applicant ever applied for an identification number for this or any other business? ☐ Yes ☒ No
Note: If "Yes," please complete lines 17b and 17c.

17b If you checked the "Yes" box in line 17a, give applicant's true name and trade name, if different than name shown on prior application.

True name ▶

Trade name ▶

17c Enter approximate date, city, and state where the application was filed and the previous employer identification number if known.	
Approximate date when filed (Mo., day, year)	City and state where filed
	Previous EIN

Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.

Name and title (Please type or print clearly.) ▶ **Robert Gaudet, President** Telephone number (include area code) **(617) 462-0044**

Signature ▶  Date ▶ **7-23-94**

Note: Do not write below this line. For official use only.

Please leave blank ▶	Geo.	Ind.	Class	Size	Reason for applying
----------------------	------	------	-------	------	---------------------

**Power of Attorney
and Declaration of Representative**

► For Paperwork Reduction and Privacy Act Notice, see the instructions.

OMB No. 1545-0150

Expires 5-31-93

Part I Power of Attorney

1 Taxpayer Information

Taxpayer name(s) and address (Please type or print.)

The Boston Renaissance Charter School,
Inc.
5 Keane Road
West Roxbury, MA 02132

Social security number(s)

Employer identification
number

Daytime telephone number
()

Plan number (if applicable)

hereby appoint(s) the following representative(s) as attorney(s)-in-fact:

2 Representative(s) (Please type or print.)

Name and address

Thomas P. Hagen, Esquire
Burns & Levinson
125 Summer St., Boston, MA 02110

CAF No.

Telephone No. (617) 345-3692

Fax No. (617) 345-3299

Check if new: Address ☐ Telephone No. ☐

Name and address

CAF No.

Telephone No. ()

Fax No. ()

Check if new: Address ☐ Telephone No. ☐

Name and address

CAF No.

Telephone No. ()

Fax No. ()

Check if new: Address ☐ Telephone No. ☐

to represent the taxpayer(s) before the Internal Revenue Service for the following tax matters:

Application for Employer Identification Number

3 Tax Matters

Type of Tax (Income, Employment, Excise, etc.)	Tax Form Number (1040, 941, 720, etc.)	Year(s) or Period(s)

4 Specific Use Not Recorded on Centralized Authorization File (CAF).—If the power of attorney is for a specific use not recorded on CAF, please check this box. (See the instructions for *Specific Use Not Recorded on CAF* on page 4.) ☐

5 Acts Authorized.—The representatives are authorized to receive and inspect confidential tax information and to perform any and all acts that I can perform with respect to the tax matters described in line 3, for example, the authority to sign any agreements, consents, or other documents. The authority does not include the power to receive refund checks or the power to sign certain returns. (See instructions.)

List any specific additions or deletions to the acts otherwise authorized in this power of attorney:

Note: In general, an unenrolled preparer of tax returns cannot sign any document for a taxpayer. See Revenue Procedure 81-38, printed as Pub. 470, for more information.

Note: The tax matters partner/person of a partnership or S corporation is not permitted to authorize representatives to perform certain acts. See the instructions for more information.

6 Receipt of Refund Checks.—If you want to authorize a representative named in line 2 to receive, **BUT NOT TO ENDORSE OR CASH**, refund checks, initial here _____ and list the name of that representative below.

Name of representative to receive refund check(s) ►

The Commonwealth of Massachusetts

OFFICE OF THE MASSACHUSETTS SECRETARY OF STATE

MICHAEL J. CONNOLLY, Secretary

ONE ASHBURTON PLACE, BOSTON, MASSACHUSETTS 02108

ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)

ARTICLE I

The name of the corporation is:

The Boston Renaissance Charter School Foundation, Inc.

ARTICLE II

The purpose of the corporation is to engage in the following activities:

To receive, administer and solicit funds for the organization, operation, and maintenance of The Boston Renaissance Charter School, Inc., a non-profit charter school for boys and girls organized, operated, and maintained pursuant to Massachusetts General Law, Chapter 71, Section 89 and the regulations promulgated thereunder.

To carry on any business and engage in any activities, whether or not related to those specified in the foregoing paragraph, as may be permitted to a corporation organized under Chapter 180 of the General Laws of the Commonwealth of Massachusetts, as from time to time amended, provided that such activities shall at all time be consistent with the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

94-207003

C ☐
P ☒
M ☐
R.A. ☐

P.C.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8 1/2 x 11 sheets of paper leaving a left hand margin of at least 1 inch. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.

THE BOSTON RENAISSANCE CHARTER SCHOOL FOUNDATION, INC.

Continuation Sheet 4A

4. Additional Provisions for Conduct and Regulation of the Business and Affairs of the Corporation, for its Voluntary Dissolution, and for Limiting, Defining and Regulating the Powers of the Corporation and of its Trustees.

4.1 The corporation shall have in furtherance of its corporate purposes all of the powers specified in Section 6 of Chapter 180 and in Sections 9 and 9A of Chapter 156B of the Massachusetts General Laws (except those provided in paragraph (m) of said Section 9) as now in force or as hereafter amended, provided, however, that no such power shall be exercised in a manner inconsistent with said Chapter 180 or any other chapter of the Massachusetts General Laws or inconsistent with the exemption from federal income tax to which the corporation shall be entitled under Section 501(c)(3) of the Internal Revenue Code.

4.2 The trustees may make, amend or repeal the by-laws in whole or in part

4.3 No trustee or officer of the corporation shall be personally liable to the corporation for monetary damages for breach of fiduciary duty as such trustee or officer notwithstanding any provision of law imposing such liability, except to the extent that such exemption from liability is not permitted under Chapter 180 of the Massachusetts General Laws.

4.4(a) The corporation shall, to the extent legally permissible, indemnify each person who serves as one of its trustees or officers, or who serves at its request as a trustee, director, member or officer of another organization or in a capacity with respect to any employee benefit plan (each such person being herein called a "Person") against all liabilities and expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by such Person in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such Person may be involved or with which such Person may be threatened, while in office or thereafter, by reason of being or having been such a Person, except with respect to any matter as to which such Person shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interests of the corporation. Any Person who at the request of the corporation serves another organization or an employee benefit plan in one or more of the above indicated capacities and who shall have acted in good faith in the reasonable belief that his or her action was in the best interests of such other organization or in the best

interests of the participants or beneficiaries of such employee benefit plan shall be deemed to have acted in such manner with respect to the corporation.

(b) Notwithstanding the foregoing, as to any matter disposed of by a compromise payment by any Person, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the corporation, after notice that it involves such indemnification, (a) by a disinterested majority of the trustees then in office; or (b) by a majority of the disinterested trustees then in office, provided that there has been obtained an opinion in writing of independent legal counsel to the effect that such Person appears to have acted in good faith in the reasonable belief that his or her action was in the best interests of the corporation.

(c) Expenses, including counsel fees, reasonably incurred by any Person in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the corporation in advance of the final disposition thereof upon receipt of any undertaking by such Person to repay the amounts so paid if such Person ultimately shall be adjudicated to be not entitled to indemnification under this Section 4.5. Such an undertaking may be accepted without reference to the financial ability of such Person to make repayment.

(d) The right of indemnification hereby provided shall not be exclusive. Nothing contained in this Section shall affect any other rights to indemnification to which any Person or other corporate personnel may be entitled by contract or otherwise under law.

(e) As used in this Section 4.5, the term "Person" includes such Person's respective heirs, executors and administrators, and an "interested" trustee or officer is one against whom in such capacity the proceeding in question, or another proceeding on the same or similar grounds, is then pending.

4.5(a) No person shall be disqualified from holding any office by reason of any interest. In the absence of fraud, any trustee or officer of this corporation, or any concern in which any such trustee or officer has any interest, or any individual having any interest in any such concern, may be a party to, or may be pecuniarily or otherwise interested in, any contract, transaction or other act (collectively called a "transaction") of this corporation, and

(1) such transaction shall not be in any way invalidated or otherwise affected by that fact; and

(2) no such trustee or officer concern or individual shall be liable to account to this corporation for any profit or benefit realized through any such transaction; provided, however, that such transaction either was fair at the time it was entered into or is authorized or ratified by a majority of the trustees who are not so interested and to whom the nature of such interest has been disclosed and who have made any finding required by law; at any annual meeting or a special meeting of trustees duly called for the purpose, provided, however, that the nature of such transaction and such interest shall be summarized in the notice of such meeting or in an accompanying statement and shall be disclosed at such meeting, and that the trustees so voting shall have made any findings required by law. Except to the extent otherwise provided by law, any interested trustee of this corporation may be counted in determining the existence of a quorum at any meeting at which such transaction shall be authorized and may vote to authorize such transaction.

(b) For purposes of this Section 4.6, the term "interest" shall include personal interest and also interest as a director, officer, stockholder, shareholder, trustee or beneficiary of any concern; and the term "concern" shall mean any corporation, association, trust, partnership, firm, person or other entity other than this corporation.

(c) No transaction shall be avoided by reason of any provision of this paragraph 4.6 which would be valid but for such provision.

4.6 No part of the assets or net earnings of the corporation shall inure to the benefit of any officer or trustee of the corporation or any individual; no substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation except to the extent permitted by Section 501(h) of the Internal Revenue Code; and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office. It is intended that the corporation shall be entitled to exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code, and shall not be a private foundation under Section 509(a) of the Internal Revenue Code.

4.7 Upon the liquidation or dissolution of the corporation, after payment of all of the liabilities of the corporation or due provision thereafter, all of the assets of the corporation shall be disposed of pursuant to Massachusetts General Laws, Chapter 180, Section 11A, to one or more organizations with

similar purposes and exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

4.8 Persons of any race, religion and of either sex shall be entitled to all the rights, privileges, programs and activities generally made available to participants in the corporation, its programs and activities, and the corporation shall not discriminate on the basis of race, religion or sex in administering its policies and programs.

4.9 All references herein: (i) to the Internal Revenue Code shall be deemed to refer to the Internal Revenue Code of 1986, as now in force or hereafter amended; (ii) to the General Laws of the Commonwealth of Massachusetts, or any chapter thereof, shall be deemed to refer to said General Laws or chapter as now in force or hereafter amended; and (iii) to particular sections of the Internal Revenue Code or said General Laws shall be deemed to refer to similar or successor provisions hereafter adopted.

THE BOSTON RENAISSANCE CHARTER SCHOOL FOUNDATION, INC.

Continuation Sheet 7A

Directors:

	<u>Residence</u>	<u>Post Office</u>
David C. Knapp	17 Baldpate Hill Road Newton Center, MA 02159	17 Baldpate Hill Rd. Newton Center, MA 02159
Patricia McDonald Kelleher	508 E. 4th Street S. Boston, MA 02127	508 E. 4th Street S. Boston, MA 02127
Paul L. McGill	43 Kenwood Street Dorchester, MA 02124	43 Kenwood Street Dorchester, MA 02124
Robert C. Rufo	36 Atkins Street Brighton, MA 02135	36 Atkins Street Brighton, MA 02135
Nicholas Paleologos	21 Wyman Street Woburn, MA 01801	21 Wyman Street Woburn, MA 01801
Deborah M. McGriff	529 Fifth Avenue 12th Floor New York, NY 10016	529 Fifth Avenue 12th Floor New York, NY 10016
Stephen Tracy	The Edison Project 4 Dorset Drive New Milford, CT 06776	The Edison Project 4 Dorset Drive New Milford, CT 06776

ARTICLE V

By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out below, have been duly elected.

ARTICLE VI

The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if a later date is desired, specify date, (not more than 30 days after date of filing).

The information contained in ARTICLE VII is NOT a PERMANENT part of the Articles of Organization and may be changed ONLY by filing the appropriate form provided therefor.

ARTICLE VII

a. The street address of the corporation IN MASSACHUSETTS is: (post office boxes are not acceptable)

5 Keene Road, West Roxbury, MA 02132

b. The name, residence and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Robert D. Gaudet	5 Keene Road	5 Keene Road West Roxbury, MA 02132
Treasurer:	William J. McCarthy	54 Sandy Valley Road	54 Sandy Valley Road Marston, MA 02648
Clerk:	Jonathan S. Schindler	89 Jewett Street	89 Jewett Street Newton, MA 02158

Directors: (or officers having the powers of directors).

NAME	RESIDENCE	POST OFFICE ADDRESS
------	-----------	---------------------

See continuation sheet 7A.

c. The fiscal year of the corporation shall end on the last day of the month of: December 31

d. The name and BUSINESS address of the RESIDENT AGENT of the corporation, if any, is:

I/We the below-signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named principal officers have not been similarly convicted. If so convicted, explain.

IN WITNESS WHEREOF and under the pains and penalties of perjury, I/WE, whose signature(s) appear below as incorporator(s) and whose names and business or residential address(es) ARE CLEARLY TYPED OR PRINTED beneath each signature do hereby associate with the intention of forming this corporation under the provisions of General Laws Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 25th day

of July

1994.

Thomas P. Hagen, Burns & Levinson

125 Summer Street

Boston, MA 02110

NOTE: If an already-existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.

THE BOSTON RENAISSANCE CHARTER SCHOOL FOUNDATION, INC.

ACTION OF SOLE INCORPORATOR WITHOUT A MEETING

The undersigned, being the sole Incorporator of The Boston Renaissance Charter School Foundation, Inc. (the "Corporation"), does hereby take the following actions pursuant to Chapter 180, Section 3 of the General Laws of Massachusetts:

1. I hereby adopt as the By-Laws of the Corporation the By-Laws attached hereto and incorporated herein.
2. I hereby fix the number of Trustees of the Corporation unless changed by vote of the Trustees pursuant to the By-Laws adopted hereinabove, at seven (7), and I hereby appoint the following persons as the Trustees of this Corporation to hold office in accordance with the By-Laws:

David Knapp
Patricia McDonald Kelleher
Judge Paul L. McGill
Sheriff Robert Rufo
Nicholas Paleologos
Deborah McGriff
Stephen Tracy

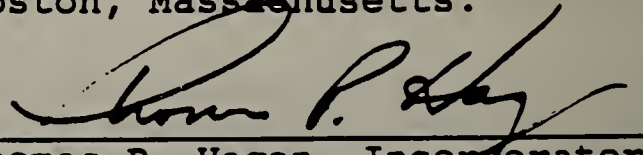
3. I hereby appoint the following persons to the offices set forth opposite their respective names:

President
Treasurer
Clerk

Robert D. Gaudet
William McCarthy
Jonathan S. Schindler

4. I hereby adopt as the Articles of Organization of this Corporation the Articles of Organization in the form attached hereto, and I direct that the duly executed original of said Articles of Organization be filed with the Secretary of the Commonwealth and the proper fee be paid therefor.

EXECUTED on July 25, 1994, at Boston, Massachusetts.


Thomas P. Hagen, Incorporator

BY-LAWS
OF
THE BOSTON RENAISSANCE CHARTER SCHOOL FOUNDATION, INC.

ARTICLE 1

Name, Purposes, Fiscal year and Corporate Seal

1.1 Name.

The name of this corporation shall be:

The Boston Renaissance Charter School Foundation, Inc.

The organization is a non-profit, charitable organization.

1.2 Purpose and Aims.

To receive, administer and solicit funds for the organization, operation, and maintenance of The Boston Renaissance Charter School, Inc., a non-profit charter school for boys and girls organized pursuant to Massachusetts General Law Chapter 71, Section 89 and the regulations promulgated thereunder.

1.3 Fiscal Year.

Except as from time to time otherwise determined by the Board of Trustees, the fiscal year of the corporation shall be the last day of December in each year.

1.4 Corporate Seal.

The Trustees may adopt and alter the seal of the corporation.

ARTICLE 2

Members

The corporation shall have no members. Any action or vote required or permitted by law to be taken by members of the corporation shall be taken by action or vote of the same percentage of the Trustees.

ARTICLE 3

Board of Trustees

3.1 Powers.

The Board of Trustees shall have the entire charge, control, and management of the corporation, its property and business and shall see that the By-Laws are upheld and that its purpose is preserved. The Board of Trustees may delegate any of its powers to any committee of the Board of Trustees appointed pursuant to these By-Laws or to any officer or agent of the corporation, except those powers which by law, the Articles of Organization, or the By-Laws they are prohibited from delegating.

3.2 Number and Election.

The corporation shall have a Board of seven Trustees. The initial Trustees shall be appointed by the incorporator and named in the Articles of Organization and thereafter, shall be appointed by The Boston Renaissance Charter School, Inc., or any successor corporation with similar purposes, at the Annual Meeting, to hold office until the next Annual Meeting, and thereafter until a successor is elected and qualified.

3.3 Enlargement of the Board of Trustees.

The number of the Board of Trustees may be increased at any meeting of the Trustees, called at least in part for that purpose, by vote of a majority of the Trustees then in office.

3.4 Committees.

The Trustees may elect from their number, or authorize the President to appoint from their number, executive or other committees and may by like vote delegate thereto some or all of their powers except those which by law, the Articles of Organization or these By-Laws they are prohibited from delegating. Except as the Trustees may otherwise determine, a committee may make rules for the conduct of its business, but unless otherwise provided by the Trustees or in such rules, its business shall be conducted as nearly as may be in the same manner as is provided by these By-Laws for the Trustees.

3.5 Annual Meetings.

The Trustees shall meet annually on the third Wednesday in March. Other regular meetings may be held at such times and

places as the Trustees may determine from time to time. If no Annual Meeting is held in accordance with the provisions of these By-Laws, a Special Meeting may be held in lieu thereof, and any action taken at such meeting shall have the same effect as if taken at the Annual Meeting.

3.6 Special Meetings.

Special Meetings of the Trustees may be called at any time by the Chairperson of the Board of Trustees, the President or any two (2) Trustees.

3.7 Notice of Meeting.

Notices of the time and place of each meeting of Trustees shall be given to each Trustee by mail addressed to him at his last known home or business address, at least four (4) days before the meeting or by delivering such notice to him at least forty-eight (48) hours before the meeting, or by sending to him at least forty-eight (48) hours before the meeting, by prepaid telegram addressed to him at such address, notice of such meeting or by telephone at least twenty-four (24) hours before the meeting. Notice need not be given to any Trustee if a written waiver of notice, executed by him before or after the meeting, is filed with the records of the meeting, or if any Trustee who attends the meeting without protesting thereto or at its commencement the lack of notice to him. Neither such notice nor waiver of notice need specify the purpose of a meeting unless otherwise required by law, the Articles of Organization, or these By-Laws.

3.8 Quorum.

At any meeting of Trustees, a majority of the Trustees then in office shall constitute a quorum. Any meeting may be adjourned by a majority of the votes properly cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

3.9 Action by Vote.

At any meeting of Trustees, the action of the Trustees on any matter brought before the meeting shall be decided by the vote of a majority of those present and voting provided that a quorum is then present, unless a different vote is required by law, the Articles of Organization, or these By-Laws.

3.10 Action by Writing.

Any action required or permitted to be taken at any meeting of the Trustees may be taken without a meeting if all the Trustees consent to the action in writing and the written consents are filed with the records of the meetings of the Trustees. Such consents shall be treated for all purposes as a vote at a meeting.

3.11 Presence Through Communications Equipment.

Unless otherwise provided by law or the Articles of Organization, the Trustees may participate in a meeting of such Board of Trustees by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

3.12 Compensation.

Trustees shall not receive any salary for serving in the capacity of a Trustee. Nothing contained herein shall be construed to preclude any Trustee from serving this corporation in any other capacity and receiving compensation therefor.

ARTICLE 4

Officers

4.1 Enumeration.

The officers of this corporation shall be a President, Treasurer, Clerk and such other officers, if any, as the Trustees may determine.

4.2 Election.

The President, Treasurer and Clerk shall be elected annually by the Trustees at the Annual Meeting, or the Special Meeting held in lieu thereof. Other officers may be chosen by the Trustees at such meeting or at any other meeting.

4.3 Qualification.

No officer of this corporation need be a Trustee. Any two or more offices may be held by the same person. The Clerk shall be a resident of Massachusetts unless the corporation has a resident agent appointed for the purpose of service of process. Any officer may be required by the Trustees to give

bond for the faithful performance of his duties to the corporation in such amount and with such sureties as the Trustees may determine.

4.4 Tenure.

Except as provided by law, by the Articles of Organization or by these By-Laws, the President, Treasurer, and the Clerk shall hold office until the Annual Meeting or the Special Meeting held in lieu thereof, and thereafter until his successor is elected and qualified. Other officers shall hold office until the Annual Meeting, or the Special Meeting held in lieu thereof, unless a shorter term is specified in the vote choosing or appointing them.

4.5 Chairperson of the Board of Trustees.

If a Chairperson of the Board of Trustees is elected, he shall preside at all meetings of the Trustees and shall have such other powers and duties as may be determined by the Trustees.

4.6 President and Vice Presidents.

The President shall be the chief executive officer of the corporation and, subject to the control of the Board of Trustees, shall have general charge and supervision of the business and affairs of the corporation. If no Chairperson of the Board of Trustees is elected, the President shall preside at all meetings of the Trustees. It shall be his duty and he shall have the power to see that all orders and resolutions of the Trustees are carried into effect.

In the absence or disability of the President, the powers and duties of the President shall be performed by the Vice President if only one, or, if more than one, by a Vice President designated for the purpose by the Trustees. Each Vice President shall have such other powers and perform such other duties as the Trustees may from time to time designate.

4.7 Treasurer and Assistant Treasurers.

The Treasurer shall be the chief financial officer and chief accounting officer of the corporation. The Treasurer, with the President, shall have charge of all corporation investments. He shall receive all bequests and all donations designated by the Board of Trustees. The Treasurer shall, subject to the orders and under the supervision of the Board of Trustees, have the custody and care of securities, cash, and valuable papers of the corporation. The Treasurer shall keep full and accurate accounts of receipts and disbursements

in books belonging to the corporation and shall deposit all moneys and other valuable effects in the name and to the credit of the corporation in such depositories as shall be designated by the Trustees or, in the absence of such designation, in such depositories as he shall from time to time deem proper. He shall be responsible for the disbursement of funds of the corporation as ordered by the Trustees. He shall promptly render to the President and to Trustees such statements of his transactions and accounts as the President and Trustees, respectively, may from time to time require. The Treasurer shall perform such duties and have such power additional to the foregoing as the Trustees may designate from time to time.

In the absence or disability of the Treasurer, his powers and duties shall be performed by the Assistant Treasurer, if only one, or, if more than one, by the one designated for the purpose by the Trustees. Each Assistant Treasurer shall have such other powers and perform such other duties as the Trustees shall from time to time designate.

4.8 Clerk and Assistant Clerks.

The Clerk shall record in books kept for the purpose all votes and proceedings of the Trustees. The Clerk shall be charged with the duty of keeping, or causing to be kept, accurate records of the names and addresses of Trustees. The Clerk shall perform such duties and have such powers additional to the foregoing as the Trustees shall designate.

In the absence or disability of the Clerk, the Assistant Clerk, if one be elected, or, if there be more than one, the one designated for the purpose by the Trustees, otherwise a Temporary Clerk designated by the person presiding at the meeting, shall perform the duties of the Clerk. Each Assistant Clerk may exercise the powers of the Clerk in the absence or disability of the Clerk and shall have such other powers and perform such other duties as the Trustees may from time to time designate.

ARTICLE 5

Resignations, Removals and Vacancies

5.1 Resignations.

Any Trustee or officer may resign at any time by delivering his resignation in writing to the Chairperson of the Board of Trustees, if any, the President or the Clerk or to the

corporation at its principal office. Such resignation shall be effective upon receipt unless specified to be effective at some other time.

5.2 Removals.

Any Trustee may be removed from office with or without cause by vote of two-thirds of the Trustees then in office at a meeting called at least in part for that purpose. An officer may be removed with or without cause by the vote of a majority of the Trustees then in office. A Trustee or officer may be removed for cause only after reasonable notice and opportunity to be heard before the body proposing to remove him.

5.3 Vacancies.

Any vacancy in the Board of Trustees, including a vacancy resulting from the enlargement of the Board of Trustees, may be filled by the Trustees by vote of two-thirds of the Trustees present and voting at the meeting called at least in part for that purpose. The Trustees shall elect a successor if the office of the President, Treasurer, or Clerk becomes vacant and may elect a successor if any other office becomes vacant. Each such successor to a Trustee or officer shall hold office for the unexpired term of such Trustee or officer as the case may be. The Trustees shall have and may exercise all their powers notwithstanding the existence of one or more vacancies in their number.

ARTICLE 6

Founders, Trustees,
Sponsors, Benefactors, Contributors, Advisers,
Friends of the Corporation

The Trustees may designate certain persons or groups of persons as founders, Trustees, Sponsors, Benefactors, Contributors, Advisers, Friends of the Corporation or such other title as they deem appropriate. Such persons shall ~~serve in~~ an honorary capacity and shall in such capacity have no right to notice of or to vote at any meeting of Trustees, shall not be considered for purposes of establishing a quorum thereat, and shall have no other rights or responsibilities except as may be granted by the Trustees.

ARTICLE 7

Execution of Papers

Except as the Trustees may generally or in particular cases authorize the execution thereof in some other manner, all deeds, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the corporation shall be signed by the President or by the Treasurer.

ARTICLE 8

No Personal Liability

The Trustees and officers of the corporation shall not be personally liable for any debt, liability or obligation of the corporation. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the corporation, may look only to the funds and property of the corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the corporation.

ARTICLE 9

Amendments

These By-Laws may at any time be altered, amended or repealed by vote of a majority of the Trustees then in office, provided that notice of the substance of the proposed amendment is stated in the notice of the meeting.

Form

SS-4**Application for Employer Identification Number**(Rev. April 1991)
Department of the Treasury
Internal Revenue Service(For use by employers and others. Please read the attached instructions
before completing this form.)

EIN

OMB No. 1545-0003
Expires 4-30-94

Please type or print clearly.

1 Name of applicant (True legal name) (See instructions.)

The Boston Renaissance Charter School Foundation, Inc.

2 Trade name of business, if different from name in line 1

3 Executor, trustee, "care of" name

Robert Gaudet

4a Mailing address (street address) (room, apt., or suite no.)

5 Keane Road

5a Address of business (See instructions.)

-same-

4b City, state, and ZIP code

West Roxbury, MA 02132

5b City, state, and ZIP code

-same-

6 County and state where principal business is located

7 Name of principal officer, grantor, or general partner (See instructions.) ▶ **Robert Gaudet**

8a Type of entity (Check only one box.) (See instructions.)

☐ Individual SSN☐ Estate☐ Trust☐ REMIC☐ Personal service corp.☐ Plan administrator SSN☐ Partnership☐ State/local government☐ National guard☐ Other corporation (specify)☐ Farmers' cooperative☐ Other nonprofit organization (specify)

If nonprofit organization enter GEN (if applicable)

☒ Other (specify) ▶ **nonprofit fundraising organization for benefit of school**

8b If a corporation, give name of foreign country (if applicable) or state in the U.S. where incorporated ▶

Foreign country

State

Massachusetts

9 Reason for applying (Check only one box.)

☒ Started new business☐ Changed type of organization (specify) ▶☐ Hired employees☐ Purchased going business☐ Created a pension plan (specify type) ▶☐ Created a trust (specify) ▶☐ Banking purpose (specify) ▶☐ Other (specify) ▶

10 Date business started or acquired (Mo., day, year) (See instructions.)

7/25/94

11 Enter closing month of accounting year. (See instructions.)

12/31

12 First date wages or annuities were paid or will be paid (Mo., day, year). Note: If applicant is a withholding agent, enter date income will first be paid to nonresident alien. (Mo., day, year) ▶

13 Enter highest number of employees expected in the next 12 months. Note: If the applicant does not expect to have any employees during the period, enter "0." ▶

Nonagricultural

Agricultural

Household

14 Principal activity (See instructions.) ▶ **fundraising**

15 Is the principal business activity manufacturing?

☐ Yes☒ No

If "Yes," principal product and raw material used ▶

16 To whom are most of the products or services sold? Please check the appropriate box.

☐ Public (retail)☐ Other (specify) ▶☐ Business (wholesale)☒ N/A

17a Has the applicant ever applied for an identification number for this or any other business?

☐ Yes☒ No

Note: If "Yes," please complete lines 17b and 17c.

17b If you checked the "Yes" box in line 17a, give applicant's true name and trade name, if different than name shown on prior application.

True name ▶

Trade name ▶

17c Enter approximate date, city, and state where the application was filed and the previous employer identification number if known.

Approximate date when filed (Mo., day, year)

City and state where filed

Previous EIN

Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.

Telephone number (include area code)

Name and title (Please type or print clearly.) ▶

Robert Gaudet, President**(617) 469-0044**

Signature ▶



Date ▶

1-2-94

Note: Do not write below this line. For official use only.

Please leave
blank ▶

Geo.

Ind.

Class

Size

Reason for applying

**Power of Attorney
and Declaration of Representative**

► For Paperwork Reduction and Privacy Act Notice, see the Instructions.

OMB No. 1545-0150

Expires 5-31-93

Part I Power of Attorney

1 Taxpayer Information

Taxpayer name(s) and address (Please type or print.) The Boston Renaissance Charter School Foundation, Inc. 5 Keane Road West Roxbury, MA 02132	Social security number(s) _____ _____	Employer identification number _____
	Daytime telephone number () _____	Plan number (if applicable) _____

hereby appoint(s) the following representative(s) as attorney(s)-in-fact:

2 Representative(s) (Please type or print.)

Name and address Thomas P. Hagen, Esquire Burns & Levinson 125 Summer Street, Boston, MA 02110	CAF No. _____ Telephone No. (617) 345-3692 Fax No. (617) 345-3299 Check if new: Address <input type="checkbox"/> Telephone No. <input type="checkbox"/>
Name and address	CAF No. _____ Telephone No. () _____ Fax No. () _____ Check if new: Address <input type="checkbox"/> Telephone No. <input type="checkbox"/>
Name and address	CAF No. _____ Telephone No. () _____ Fax No. () _____ Check if new: Address <input type="checkbox"/> Telephone No. <input type="checkbox"/>

to represent the taxpayer(s) before the Internal Revenue Service for the following tax matters:

Application for Employee Identification Number

3 Tax Matters

Type of Tax (Income, Employment, Excise, etc.)	Tax Form Number (1040, 941, 720, etc.)	Year(s) or Period(s)

4 Specific Use Not Recorded on Centralized Authorization File (CAF).—If the power of attorney is for a specific use not recorded on CAF, please check this box. (See the instructions for *Specific Use Not Recorded on CAF* on page 4.) ☐

5 Acts Authorized.—The representatives are authorized to receive and inspect confidential tax information and to perform any and all acts that I can perform with respect to the tax matters described in line 3, for example, the authority to sign any agreements, consents, or other documents. The authority does not include the power to receive refund checks or the power to sign certain returns. (See instructions.)

List any specific additions or deletions to the acts otherwise authorized in this power of attorney: _____

Note: In general, an unenrolled preparer of tax returns cannot sign any document for a taxpayer. See Revenue Procedure 81-38, printed as Pub. 470, for more information.

Note: The tax matters partner/person of a partnership or S corporation is not permitted to authorize representatives to perform certain acts. See the instructions for more information.

6 Receipt of Refund Checks.—If you want to authorize a representative named in line 2 to receive, **BUT NOT TO ENDORSE OR CASH**, refund checks, initial here _____ and list the name of that representative below.

Name of representative to receive refund check(s) ► _____

Board of Trustees

Boston Renaissance Charter School

Mr. David Knapp
17 Baldpate Hill Road
Newton Center, MA 02159

(617) 287-5112

Ms. Deborah McGriff
529 Fifth Avenue, 12th Floor
New York, NY 10016

(212) 309-1600

Ms. Patricia McDonald Kelleher
508 E. 4th Street
South Boston, MA 02127

(617) 890-0011

Mr. Stephen Tracy
The Edison Project
4 Dorset Drive
New Milford, CT 06776

(212) 309-1600

Mr. Paul McGill
43 Kenwood Street
Dorchester, MA 02124

(508) 369-0500

Mr. Robert Rufo
36 Atkins Street
Brighton, MA 02135

(617) 635-1100 x. 217

Mr. Nicholas Paleologos
21 Wyman Street
Woburn, MA 01801

(617) 961-0033

